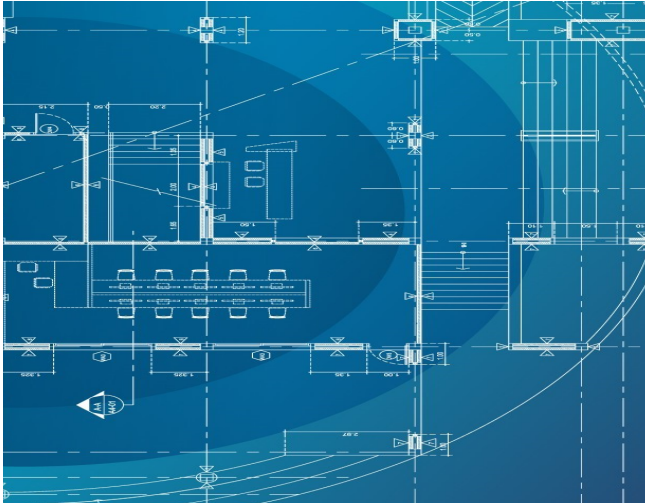


# A Blueprint for Re-envisioning Rochester Police Department



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ROCHESTER, MINNESOTA  
**Police Chief**  
**Jim Franklin**

Police actions and conduct across the country in 2020 have triggered an enormous public outcry for police reform. Law enforcement agencies nationwide are now examining their foundations of organizational management, including hiring practices, policies and procedures, training, supervision and discipline.

Immediately following the death of George Floyd, the Rochester Police Department began reflection and discussion with internal and external stakeholders, including RPD command staff and community groups. Our focus has been on how RPD can best fulfill our mission to provide the highest level of public safety for everyone in our community.

This document presents **A Blueprint for Re-envisioning Rochester Police Department** and serves as a guide to continue propelling the agency forward during this especially challenging time. It is based on the many voices we have heard as well as foundational law enforcement principles. This is not a comprehensive document, but rather a living and breathing plan that will evolve as the agency progresses.

This blueprint is an expression of our commitment and dedication to continuous improvement. Making it a reality will require that we build on our current strengths, address current shortcomings and move forward in partnership with our community.

## Background

In 2015, the White House released its [Final Report of The President's Task Force on 21st Century Policing](#), offering several best practices that all police departments in the United States should strive to adopt. The report identifies six critical, overarching pillars: Building Trust & Legitimacy, Policy & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education and Officer Wellness & Safety.

The members of RPD emphatically embrace each of these pillars. In the pages ahead, you will see an overview of each pillar along with related current and in-progress initiatives as well as actions we are committed to in the future.

These pillars, along with the reform report by the U.S. Conference of Mayors and Sir Robert Peel's Policing Principles, are a key part of our blueprint, and so is our commitment to community policing – a philosophy centered on building relationships, including community/police partnerships, and proactive problem solving.

Community policing is not a static endeavor but one that responds to an ever-changing reality. Many cities have seen ample evidence that innovative, community policing strategies can have a significant impact on not only crime and disorder, but also quality of life.

Earlier this year, Rochester Mayor Kim Norton signed the [My Brother's Keeper Alliance pledge](#), introduced by former President Barack Obama. As part of this pledge to **re-view**, **engage**, **report** and **reform** use of force policies, RPD in conjunction with the Police Policy Oversight Commission (PPOC) and Diversity Council, hosted several community listening sessions.

"RPD is committed to working with the entire community to identify and prioritize public safety-related issues and to collaborate to address those issues. We believe that this process will not only enhance public safety but also promote unity. By working together, RPD and the citizens of Rochester can build bridges that encourage mutual respect and positive change."

Mayor Kim Norton



## Our Profile

The Rochester Police Department has an authorized strength of 150 sworn officers, supported by 71 civilian members, all dedicated to providing the highest level of public safety. The department provides a full-range of patrol and investigative services. The Communications Center, staffed by non-sworn personnel under non-sworn management, serves the police and sheriff's office as well as the Rochester Fire Department and several smaller fire and first responder organizations within the local area. The Records Unit assists both the Rochester Police Department and the Olmsted County Sheriff's Office. RPD also benefits from the support of an active body of citizen volunteers.

With the total commitment of city officials and the citizens of the city, RPD is deeply engaged in community, problem-oriented and intelligence-led policing activities. We continue to work in close collaboration with a wide variety of stakeholders, including community groups, schools and faith-based organizations.





## Mission & Core Values

### Mission

To provide exceptional service and superior protection by reducing crime and enhancing the quality of life of the first class community we serve.

### Core Values

#### **INTEGRITY**

We will conduct ourselves with the highest level of integrity which merits the trust of the people we serve. We will strive for honesty and transparency. Our actions will be consistent with our core values, code of ethics and the Constitution. We will maintain our commitment by having respect for the law in both our personal and professional lives.

#### **RESPECT**

We will treat everyone with fairness and impartiality. We are committed to respecting individual rights, human dignity and the value of all members both in the community and within our department. We will cherish, defend and protect the rights and liberties guaranteed by the Constitution. By demonstrating respect for others we will earn respect.

#### **SERVICE**

We are dedicated to delivering the highest quality of service to safeguard lives and property, reduce crime and enhance public safety. We value proactive problem solving and enforcement in order to reduce crime and the fear of crime. We will engage with the community to build relationships and work together to resolve problems. We will be responsive to the needs of those we serve as we provide exceptional safety and security to our diverse community.

#### **COMPASSION**

Compassionate service is essential to human relationships and indispensable to the foundation of a just and peaceful community. We will show concern and empathy for the victims of crime and treat violators of the law with fairness and dignity. We will exercise our law enforcement authority with diligence, empathy and compassion as entrusted to us by the community we serve.

#### **INNOVATION**

We recognize that improvement is a continuous process. We support creativity and proactively seek opportunities to improve our level of service. We encourage new and more effective ideas that support the fulfillment of our mission. We will seek out and apply innovative approaches in providing the best service to our customers. Through continuous improvement, teamwork, and innovation we will strive for personal, professional and organizational excellence.

## Vision

We, the Rochester Police Department, are dedicated to becoming the **premier law enforcement** agency in Minnesota, one that is **reflective of and responsive to the community** that we serve.

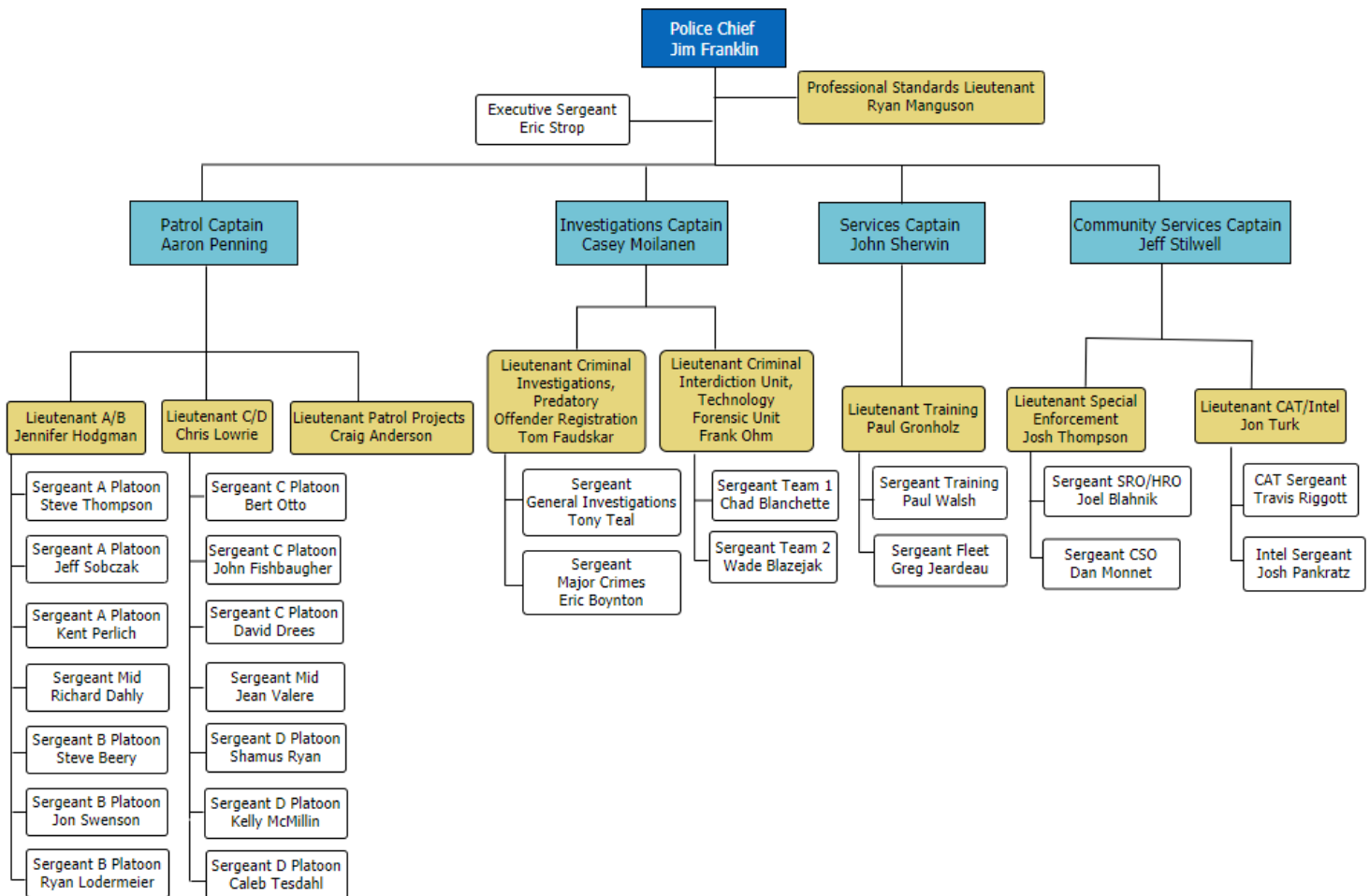
We will accomplish this through the following commitments:

- We will cultivate a culture of accountability with a dedication to improvement.
- We will hire and promote talented officers and professional staff, who will adhere to the **highest standards of performance**, strive to achieve **best practices in policing**, **embrace accountability** and **emulate the values** of the first-class city we serve.
- Our actions will reflect **human dignity and sanctity of life values**: compassion, fairness, diversity, human rights and justice. These values will be at the forefront of the RPD as it fulfills its public safety mission.
- We will employ policing strategies and tactics driven by accurate, timely and reliable information and data supplied by current and emerging technologies and supported by the department's systematic application of **intelligence-led policing**.
- We will maintain the trust of Rochester community members by **actively engaging** the neighborhoods, businesses and social organizations to the highest possible level.
- We will **aspire to unite** the people of our communities and members of our police department towards a collective commitment to **addressing crime, violence and quality-of-life issues** through **engaging one another** and all city agencies in **collaborative problem-solving partnerships**.

To make this vision a reality, our agency must reward the hard work, **innovation** and resourcefulness exhibited by our employees and must offer state-of-the-art **training, professional development** and **career opportunities** for advancement and retention. This will ensure that employees see RPD as a destination organization and strive to become the department's next generation of leaders.

# Rochester Police Department Overview

1	Chief
4	Captains
11	Lieutenants
26	Sergeants
95	Sworn Officers
71	Support Staff
208	TOTAL STAFF

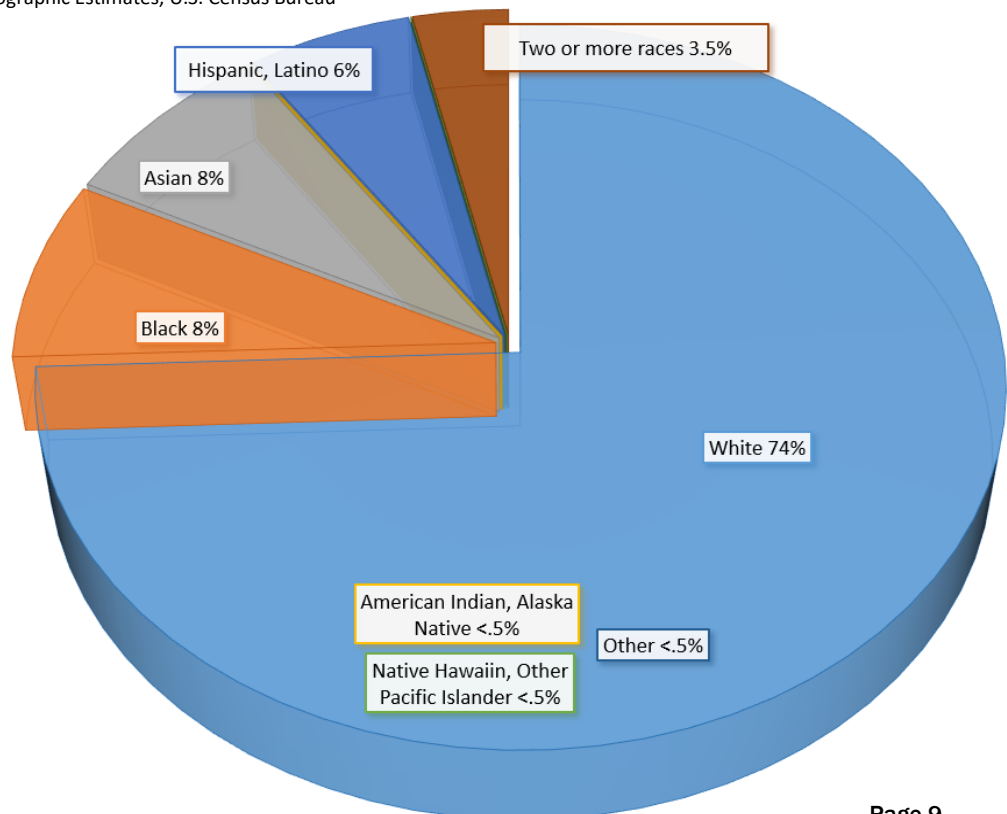




## City of Rochester Demographics

City of Rochester	TOTAL %	MALE	FEMALE	TOTAL
ALL		58,501	60,423	<b>118,924</b>
WHITE	74%			87,726
BLACK	8%			9,479
ASIAN	8%			9,394
AMERICAN INDIAN AND ALASKA NATIVE	< .5 %			246
HISPANIC OR LATINO	6%			7,235
NATIVE HAWAIIIN AND OTHER PACIFIC ISLANDER	< .5%			441
SOME OTHER RACE	< .5%			139
2 or more	3.5%			4,222
MINORITY TOTAL	26%			
GENDER PERCENTAGE		49%	51%	

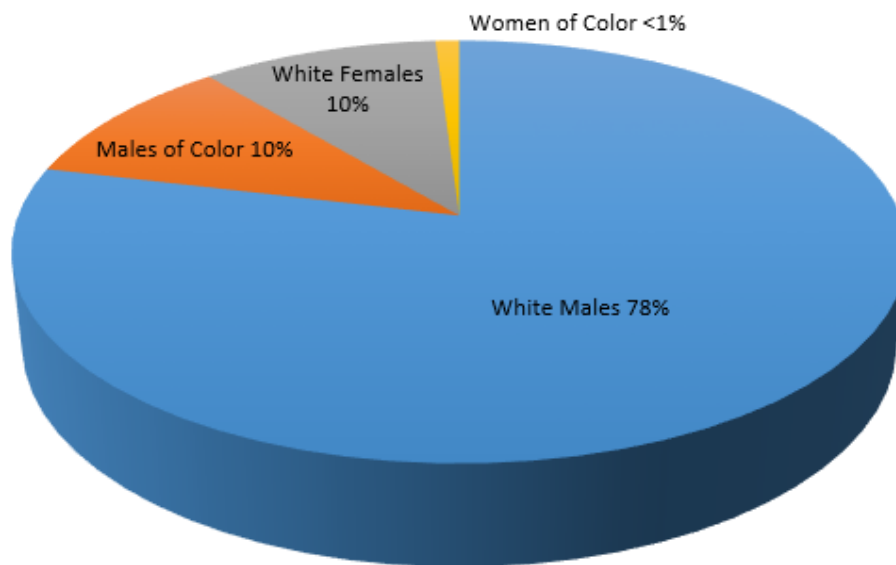
2019 American Community Survey Demographic Estimates, U.S. Census Bureau



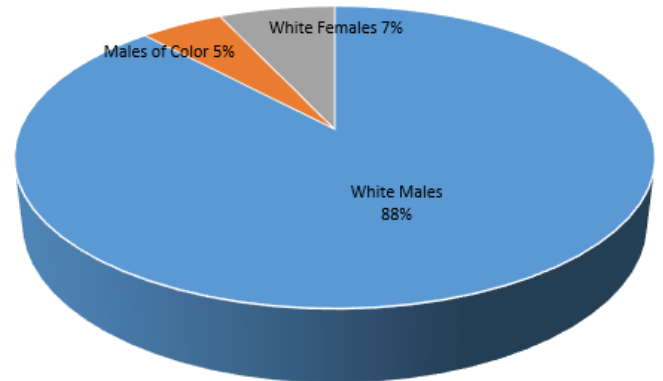
## Rochester Police Department Demographics

An estimated 26% of the City of Rochester's population are minorities, and RPD strives to reflect the community's diversity. Changes to our hiring practices have helped us become one of the most diverse police departments in southeastern Minnesota. Approximately 22% of RPD's full time sworn officers are women and people of color. Additionally, our officers speak 17 different languages.

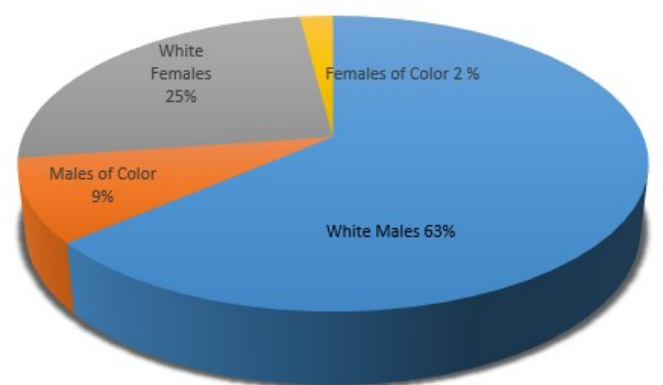
FT Sworn Only	TOTAL %	MALE	FEMALE	TOTAL
ALL		122	15	137
WHITE	89%	108	14	122
BLACK	4%	5		5
ASIAN	1%	2		2
NATIVE AMERICAN	1%	2		2
HISPANIC	2%	3		3
2 or more	2%	2	1	3
MINORITY TOTAL	11%	14	1	15
GENDER PERCENTAGE		89%	11%	



Supervisors	TOTAL %	MALE	FEMALE	TOTAL
ALL		39	3	42
WHITE	95%	37	3	40
BLACK	5%	2		2
ASIAN				
NATIVE AMERICAN				
HISPANIC				
PACIFIC ISLANDER				
MINORITY TOTAL	5%	2	0	2
GENDER PERCENTAGE		93%	7%	



All RPD Employees	TOTAL	MALE	FEMALE	TOTAL
ALL		150	58	208
WHITE	88%	131	53	184
BLACK	3%	7		7
ASIAN	2%	3	1	4
NATIVE AMERICAN	1%	2		2
HISPANIC	4%	5	3	8
2 or more	1%	2	1	3
MINORITY TOTAL	12%	19	5	24
GENDER PERCENT-AGE		72%	28%	



# Crime Statistics

In 2020, RPD responded to 56,389 calls for service and made 3,294 arrests

## Most Serious Offenses of Person

2019

Murder and Non-negligent Manslaughter	1
Negligent Manslaughter	4
Kidnapping	19
Criminal Sexual Conduct	149
Shootings	3
Robbery	35
Aggravated Assault	169
Simple Assault	622
Intimidation	151
Incest	2

2020

Murder and Non-negligent Manslaughter	4
Negligent Manslaughter	1
Kidnapping	22
Criminal Sexual Conduct	155
Shootings	11
Robbery	47
Aggravated Assault	183
Simple Assault	605
Intimidation	122
Human Trafficking Commercial Sex Acts	3

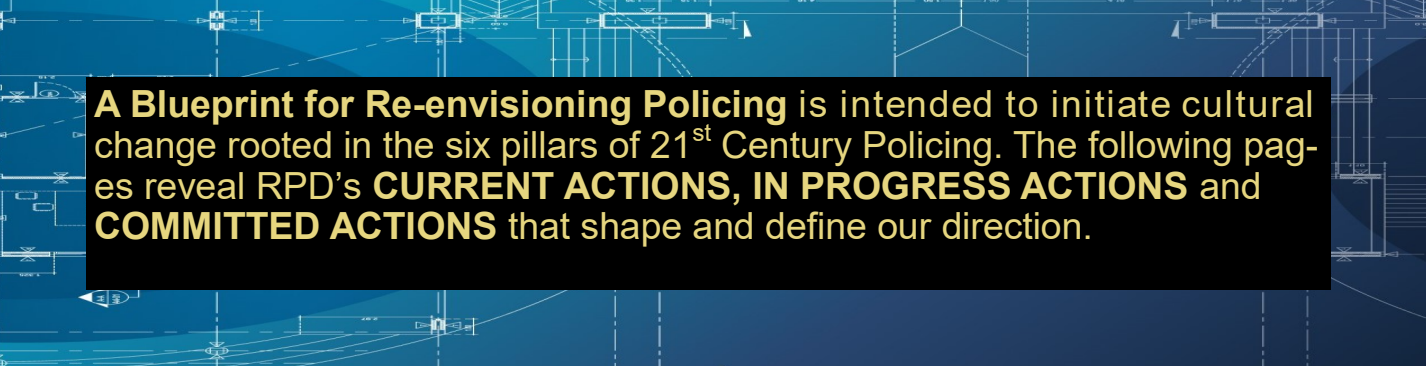
## Most Serious Property Offenses

2019

Arson	3
Extortion/Blackmail	5
Burglary, Breaking & Entering	289
Pocket picking	11
Purse Snatching	8
Shoplifting	872
Theft from Building	204
Theft from Coin Machine	1
Theft from Motor Vehicle	327
Theft of Motor Vehicle Parts	42
Theft	475
Stolen Vehicle	142
Forgery/Counterfeiting	121
Fraud by False Pretenses	268
Credit Card Fraud	181
Fraud by Impersonation	10
Welfare Fraud	1
Identity Theft	95
Fraud Hacking/Computer Invasion	3
Stolen Property	55
Vandalism	655

2020

Arson	7
Extortion/Blackmail	1
Burglary, Breaking & Entering	290
Pocket picking	2
Purse Snatching	1
Shoplifting	638
Theft from Building	145
Theft from Coin Machine	0
Theft from Motor Vehicle	463
Theft of Motor Vehicle Parts	91
Theft	553
Stolen Vehicle	169
Forgery/Counterfeiting	106
Fraud by False Pretenses	217
Credit Card Fraud	207
Fraud by Impersonation	27
Welfare Fraud	2
Identity Theft	226
Fraud Hacking/Computer Invasion	1
Stolen Property	53
Vandalism	748
Embezzlement	1



**A Blueprint for Re-envisioning Policing** is intended to initiate cultural change rooted in the six pillars of 21<sup>st</sup> Century Policing. The following pages reveal RPD's **CURRENT ACTIONS, IN PROGRESS ACTIONS** and **COMMITTED ACTIONS** that shape and define our direction.

**Pillar One: Building Trust and Legitimacy**

When police departments establish trust and legitimacy with their communities, people more fully engage with law enforcement and better outcomes are more likely during a critical incident. Trust and legitimacy is enhanced when everyone is treated with dignity and respect and police operate with transparency.

**Pillar Two: Policy and Oversight**

Policies and procedures need to reflect the department's core values as well as the community's values. Police departments must be open to community input and review policies and procedures often to ensure they are current with best practices and new legislation.

**Pillar Three: Technology and Social Media**

Technology and social media must be embraced to increase transparency, accountability and engagement. As people become more reliant on social media for news and information, police departments should utilize platforms to share information in a timely and open manner.

**Pillar Four: Community Policing and Crime Reduction**

Police departments must foster relationships with people throughout the community. Relationships need to grow from a culture of respect and honor the dignity of every person. Partnerships and collaborations with community groups can help law enforcement identify problems before they become unmanageable.

**Pillar Five: Training and Education, Recruiting and Hiring**

More is being asked of our police officers as our society grows increasingly complex. Training and education must encompass these evolving needs. Additionally, police departments must embrace training that assists with mental health issues.

**Pillar Six: Officer Wellness & Safety**

A police officer's physical and emotional health is key not only to the officer's well-being, but also the officer's ability to safely and effectively handle the demands of working in law enforcement. Police departments must not only provide suitable protective equipment, but also mandate that safety equipment be used by all members of the department.

## Pillar One: Building Trust and Legitimacy

### CURRENT ACTIONS

#### New in 2020

- Office of Professional Standards and Accountability (OPSA): OPSA works to maintain RPD's professional standards, add transparency and ensure professional accountability. A professional standard executive officer works in conjunction with a civilian [professional standards manager](#) (PSM). OPSA promotes trust and integrity of the RPD through its commitment to continuous improvement.
- Professional standards manager (PSM) conducts all internal complaint investigations

#### New in 2019

- New Americans Academy: In partnership with Rochester Fire Department, Olmsted County Sheriff's Office, Olmsted County Attorney's Office, Public Defender's Office, Victim's Services, Intercultural Mutual Assistance Association, Hawthorne Education Center and others held a New Americans Academy. This academy was made up of four workshops designed to give community members not born in the United States an opportunity to learn about local law enforcement and the criminal justice system. The intent of the program was to enhance communication, understanding and trust between law enforcement officers and Rochester's immigrant community.
- Police Assisted Recovery (PAR) project: PAR seeks to find new pathways to help people stay out of jail and access drug treatment services. RPD, Zumbro Valley Health Center, Doc's Recovery House, Minnesota Adult and Teen Challenge, EmPower CTC and Olmsted County Adult Behavioral Health are collaborating on the project. In 2019, PAR received [Mayo Clinic's Shared Value Award](#). [Click here](#) to watch a short video on PAR.
- Trust is built into the RPD Standard Operating Procedures manual : Trust is referenced nine times in the manual
- Participation in community forums
- Daily public information session with media: RPD, along with the Olmsted County Sheriff's Office, holds a call each weekday to brief media on newsworthy incidents
- Publish an annual report summarizing the department's activities for the last 12 months, providing transparency to the public.
- Volunteers in Public Safety (VIPS) Program
- Outreach with businesses and nonprofits including: Women's Shelter and Support Center, Bear Creek Services, MN Adult & Teen Challenge, Hope Fuse, Boys and Girls Club, Ronald McDonald House, Salvation Army and many others

### IN PROGRESS ACTIONS

- Implementing a Community Liaison Program to broaden our community outreach: RPD is seeking program funding and collaborating with Barbershop & Social Services to leverage relationships and build connections with communities of color. The Community Liaison Program is part of a broader plan to create a Community Engagement Response Team.
- Collaborate with other agencies on work groups, including Domestic Violence Collaborative Workgroup, Sexual Assault Inter-Agency Council (SAIC) and Children and Family Advocacy
- Expanding community engagement initiatives

### COMMITTED ACTIONS

- Revise Citizen's Police Academy to include scenarios that expose citizens to issues facing law enforcement today such as use of force, use of deadly force, de-escalation and duty to intervene



## Pillar Two: Policy and Oversight

### CURRENT ACTIONS

#### New in 2020

- New use of force policy in conjunction with the Police Policy Oversight Commission (PPOC)
- Banning of neck restraints
- Banning of warrior style training
- Sentinel Event Review Process : This new process for evaluating internal and external critical incidents is designed to conduct a process similar to the National Transportation Safety Board's review of transportation accidents. The goal is to identify underlying weaknesses in policies, training or practices. These reviews are conducted by the OPSA.
- Duty to intervene and report enacted into Standard Operating Procedures manual
- Transitioned to [Lexipol](#) policies, based on nationwide standards and best practices while also incorporating state and federal laws and regulations
- Added sanctity of life values to policy
- A Response to Resistance Report is required following every incident using force
- Uphold [#8cantwait campaign](#) practices
- Police Civil Service Commission
- Collaboration with Government Alliance on Race and Equity (GARE)
- Refer cases involving police department staff to outside agencies to avoid conflict of interest
- Policy prohibiting consent searches of motor vehicles
- Administrative services manager communicates changes in the law to staff
- Leverage City of Rochester's legislative liaison to influence law enforcement issues at the state capital

### IN PROGRESS ACTIONS

- Completing and updating policy manual
- Implementing Daily Training Bulletins. [Click here](#) to watch a short video demonstration.
- Body camera video review audits by supervisors to ensure compliance with body camera policy
- Continue to complete secondary policy review with PPOC

### COMMITTED ACTIONS

- Develop five-year strategic plan
- Explore the feasibility of collecting additional data during stops, searches and arrests
- Analyzing calls for service to look for opportunities to improve our public safety response and outcomes

## A BLUEPRINT FOR RE-ENVISIONING RPD



## Pillar Three: Technology and Social Media

### CURRENT ACTIONS

#### New in 2020

- Early Intervention System: RPD has implemented an Early Intervention System within our professional standards software to enhance accountability. The system tracks all use of force incidents, citizen complaints and other factors to identify any police officer in need of additional training. The system is monitored and administered by the Office of Professional Standards & Accountability.
- Crime Prevention & Communications Coordinator position to manage social media platforms and serve as public information officer
- Leverage training and use of less lethal weapons, including pepper balls and 40 mm foam projectiles
- [Body worn camera](#) deployment: All RPD officers are required to wear cameras when interacting with the public, enhancing safety for everyone by promoting transparency and helping document incidents
- Squad cameras
- Facebook: @RochesterMNPd
- Twitter: @RochesterMNPd
- YouTube: [Click here](#) to visit our YouTube Channel
- Utilize [I am Responding notification and response app](#) to improve response times and communication

### IN PROGRESS ACTIONS

- [Accountability dashboard](#) on RPD website: RPD is enhancing its online accountability dashboard making it easier to find/read the department's most searched data.
- Creating online police misconduct complaint form

### COMMITTED ACTIONS

- Online community feedback form
- Support legislation for a nationwide database or tracking system of officers dismissed or fired for cause

## Pillar Four: Community Policing and Crime Reduction

### CURRENT ACTIONS

#### New in 2020

- In collaboration with Olmsted County, expanded the embedded social worker program, known as the Community Outreach Specialist Team, from one to four social workers.

#### New in 2019

- Community Services Unit and Captain
- [Safe City Nights](#) program: Safe City Nights was designed to provide opportunities for people in all wards of the city to get to know RPD over a meal rather than a time of trouble or need. The initiative was launched with the intention of building, nurturing and strengthening positive relationships. In total, more than 5,400 people attended the six gatherings. [Click here](#) to watch a short video from the launch of Safe City Nights.
- [Homeless Outreach Plan](#): RPD is working with stakeholders in both public and private sectors to adopt problem-solving approaches to homelessness.
- Lights On Campaign: To make roads safer for all, RPD is helping drivers replace broken headlights/taillights. Instead of tickets, RPD is giving drivers vouchers to get their light(s) repaired free of charge. This program is possible thanks to a partnership with a non-profit agency and Rochester Motorcars.
- Coffee with a Cop
- Badges and Board Games

#### New in 2018

- Embedded social worker program: RPD was one of the first law enforcement agencies in Minnesota to implement a co-responder model with an embedded social worker program.
- School Resource Officer (SRO) program: RPD has partnered with Rochester Public Schools for roughly 30 years. Officers in the schools build positive relationships and promote a safe learning environment.
- Member of Drug Court evaluation team
- Cops and Kids Bike program : Officers visit neighborhoods where resources may be limited and repair kids bikes. In addition, RPD gives bikes and helmets to those who may not have one.
- Shop with a Cop: This program connects children in need with law enforcement for a fun-filled day of holiday shopping and relationship building. On the day of the event, uniformed officers volunteer their time to take kids to buy presents for their family. Schools, youth organizations and social services agencies identify children to participate in the program.
- Partner with Police Activities League (PAL): This non-profit organization is dedicated to reducing juvenile crime and violence by giving kids a safe place to play, positive role models and creative activities to engage in. RPD sponsors a football and baseball team.
- National Night Out (NNO): This annual event promotes police-community partnerships and neighborhood camaraderie.



## Pillar Four: Community Policing and Crime Reduction

### IN PROGRESS ACTIONS

- Implementing Downtown Beat Officer program
- Implementing Hospital Resource Officer (HRO) program
- Collaboration with City of Rochester's new Diversity, Equity and Inclusion Director
- Integrating Mayo Clinic Health System's Community Paramedic Program with co-responder model for non-emergent medical calls

### COMMITTED ACTIONS

- Expand Community Action Team
- Future collaboration with crisis center
- Enhance collaboration with mobile crisis response team



## Pillar Five: Training and Education, Recruiting and Hiring

### CURRENT ACTIONS

#### New in 2019

- Forensic Experiential Trauma Interview (FETI) Training
- Cadet Program
- Fair and Impartial Policing (FIP) training agency wide: RPD required all officers to attend FIP classes beginning in 2018, long before it became part of the national narrative common today.
- Implicit Bias Training: Officers receive training in recognizing and valuing community diversity and cultural differences to include implicit bias. [Click here](#) to see the training objectives.
- Conflict Management/Mediation: RPD provides in-service training in conflict management and mediation [Click here](#) to see the training objectives.
- Training based on [Integrating Communications, Assessment and Tactics](#) (ICAT) model: ICAT is designed to fill a critical gap in training police officers in how to respond to volatile situations in which subjects are behaving erratically and often dangerously but do not possess a firearm.
- Comprehensive police academies and field training program: RPD's robust training unit has conducted three, eight-week academies over the past two years, adding more than 24 new full-time police officers to the department. The unit also oversees an 18-week field training program officers are required to complete after finishing the academy.
- Crisis Intervention Training (CIT) completed by 80% of sworn staff: Officers are trained in de-escalation techniques and how to manage a person going through a mental health crisis. [Click here](#) to see the training objectives.
- Training emphasizes preservation of life with sanctity of life at the core
- Officers trained on and equipped with defibrillators
- Officers trained in the area of human trafficking
- Investigators trained by [CornerHouse](#) on child forensic interviewing
- Training on how to handle incidents where a person tells the officer they can't breathe
- Internship Program
- Police Explorers
- Revised hiring process focused on character-based hiring
- Ryan Dowd's [Homelessness Training for Local Governments](#)

### IN PROGRESS ACTIONS

- Crisis Intervention Training for 100% of sworn staff
- Cultural awareness and implicit bias training
- [Virtual reality simulator training](#): This immersive training can be custom-designed for scenarios specific to RPD, bringing officers as close to a real-life experience as possible.



## Pillar Five: Training and Education, Recruiting and Hiring

### IN PROGRESS ACTIONS cont.

- Integrating sanctity of life concepts directly into its scenario-based training
- Sanctity of life rendering of first aid after use of force
- Implementing Internship Program
- Require officer training on how to recognize and interact/respond to people with Autism

### COMMITTED ACTIONS

- Advocate for uniform standards for police training and education on a statewide level
- Training from medical personnel on recognizing when people may be experiencing a medical emergency
- Advocate for more robust funding of the Minnesota POST Board



## Pillar Six: Officer Wellness & Safety

### CURRENT ACTIONS

- Piloted mental health check-ins
- Partnering with local medical organizations to provide functional fitness training
- Fitness facility located at the North Station
- Peer support
- Critical incident stress de-briefings
- Tactical training workouts with the Olmsted Medical Center Sports Medicine and Athletic Performance team

### IN PROGRESS ACTIONS

- Implementing annual mental health check-ins



We may wear the badge, but we police with the heart. Like you, we are dads, sisters, neighbors and volunteers. Like you, we care deeply about our community, which is why we always strive to do better.

Police Chief Jim Franklin

A Blueprint for Re-envisioning Rochester Police Department reflects our dedication to continuous improvement. Simply put, it provides a clear picture of our department, where we are and where are going. With this as our guide, we aspire to move forward in partnership with our community.

## Sources

**A Blueprint for Re-envisioning Policing** is derived from a variety of sources including data collection and analysis of national best practices and standards.

Sources include:

- ♦ 2015 [President's Task Force on 21<sup>st</sup> Century Policing](#)
- ♦ 2020 US Conference of Mayors [Report on Police Reform and Racial Justice](#)
- ♦ The five organizational management pillars of law enforcement – Gordon Graham
- ♦ [Sir Robert Peel's Policing Principles](#)
- ♦ Police Executive Research Forum (PERF) [Integrating Communications, Assessment, and Tactics](#) (ICAT)
- ♦ [MN POST Board Standards and Training](#)
- ♦ Input from community forums and listening sessions
- ♦ One-on-one conversations with community members



